



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
600 ARMY PENTAGON
WASHINGTON, DC 20310-0600

DAIM-ZA

14 MAY 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Army's Installation Management Team Strategy and FY 06 Initial Guidance

21st Century Operational Environment

Operating within an uncertain and unpredictable environment, our Army must be prepared to sustain operations during a period of persistent conflict – a blurring of familiar distinctions between war and peace.

We remain an Army at war. It is a war unlike any other in our Nation's history, prosecuted not by states, but by extremists employing irregular means to erode our power and resolve. We must remain ready to sustain the full range of our global commitments beyond those associated with the Global War on Terror. At the same time the Army must be prepared to conduct sustained operations during a period of protracted conflict.

Our Army Installations must take up the challenge to support a wartime Army by developing a culture of innovation that increases both our agility and productivity. We must seek every opportunity to improve our effectiveness and identify efficiencies that will power our ability to support emerging operational and support mission requirements while maintaining our covenant with the American Soldier – our primary focus and the centerpiece of all we do as an Army.

The Army's Installation Management Team (AIMT)

The Army leadership made a decision two years ago to centralize the integration and synchronization of leadership and management provided to our installations. The creation of the Installation Management Agency, integration of the Community and Family Support Center (CFSC), and the Army Environmental Center (AEC), bring together three major organizations that deliver services and support to installations under the staff leadership of the Assistant Chief of Staff for Installation Management. These organizations comprise the Army's Installation Management Team, a dynamic group of professionals focused on assisting Mission Commanders attain the full range of global missions of our rapidly deployable, expeditionary Army. A number of other major organizations – such as Army Material Command, Medical Command, Network Command, National Guard Bureau, Army Contracting Agency, the U.S. Army Corps of Engineers, and several others – cooperate in providing critical support to installations.

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Installations – Hometown of Army Combat Power

The Chief of Staff Army refocused our Army to transform to be a more rapidly deployable, modular, expeditionary force. Installations are in the process of transforming their mission focus (see insert) to provide the critical mission and quality of life services to the force.

Our worldwide mission requires installations to be “Flagships” where Soldiers train, mobilize, deploy, redeploy, and are sustained as they reach back for support. Soldiers and their families who live on or off the installation deserve both quality mission support and the same quality of life as is afforded the society they are pledged to defend. The Installation Management Agency (IMA), CFSC, and AEC will continue to deliver focused support to achieve these results. We will invest today and into the future at our installations.

<u>Yesterday</u> <ul style="list-style-type: none">• Our Army was garrison based.• Funded for peacetime operations.• Reporting against 12 different standards.
<u>Today and Tomorrow</u> <ul style="list-style-type: none">• Hometown of the rapidly deployable Army.• “Fight” Installation as an operational enterprise.• Collaborative environment with Senior Mission Commanders (SMCs) = mission accomplishment of assessed Common Levels of Service (CLS).• Fully leverage our greatest resource.... Leaders committed to winning every day.

Resources

Historically, we have under funded our service and support requirements. This has resulted in a degradation of facilities over time and perpetuates a cycle of degradation. The Army Leadership has made the decision to buy back installation capabilities to reduce operational risk and set the goal to resource our major mission areas – Base Operations Support, Facilities Sustainment, Restoration and Modernization – at 90% of validated requirements for FY 05 and future years; and provide funding to dramatically reduce, if not eliminate, nonappropriated funds (NAF) spent on MWR program missions authorized appropriated funds (APF). Our challenge will be to establish a balance between current and future investments that will keep risk at a moderate level as we support the execution of the full scope of the Army’s global commitments. The OACSIM will provide a predictable cash flow of the apportioned resources to allow our organizations to achieve greater effectiveness and opportunities for efficiency. To achieve the effectiveness and efficiencies in our mission model, we will challenge and validate resource requirements so as to reflect mission essential needs, improve our planning to produce the most value from our people, time, and dollars, and optimize the use of installation capacity to meet mission requirements.

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Overarching, Interrelated Strategies for Support of the AIMT FY 06 Mission

The Army is executing four overarching strategies to continue to accomplish its mission today – selfless service to the Nation – while building and maintaining capabilities to ensure the Army remains relevant and ready for the future. The Army's 2006 Installation Management Team Strategy describes how the Army will support and enable the four overarching, interrelated strategies needed to accomplish our enduring mission.

Providing Relevant and Ready Landpower in support of the Combatant Commanders and the Joint force to sustain the full range of our global commitments.

Training and Equipping our Soldiers to Serve as Warriors and Growing Adaptive Leaders who are highly competent, flexible and able to deal with the 21st century challenges they now confront.

Attaining A Quality Of Life And Well-Being For Our People That Match The Quality Of The Service They Provide.

Providing Infrastructure to enable the Force to fulfill its strategic roles and missions by establishing and maintaining the infrastructure and information network required to develop, to generate, to train, and to sustain the force.

Business Process Transformation

Transforming our Installation business practices is necessary to the long-term health of the Army. It will maximize the use of human and financial resources toward accomplishing our war fighting and people support missions.

Installations are working aggressively to streamline our business operations and practices. We will focus our efforts on identifying and divesting ourselves of functions no longer relevant to our current or future missions, foster a culture of innovation to increase organizational agility, and continue to examine the correct mix of military and civilian positions across all installation mission areas.

We will conduct and implement business practices review using Lean/Six Sigma to analyze our processes. Lean is a systematic approach for achieving operational excellence. The focus is on quality, productivity and capacity that will in turn drive down cost and schedule. We will achieve a five percent increase in effectiveness across all mission areas by March 2006 and an additional five percent by September 2006. As we achieve the increases in effectiveness, we will reinvest the capacity (dollars, time, and people) into our approved mission standards to close the gap to 100% of our mission standard. This internal investment provides opportunity to invest in our people and resource our approved mission requirements. Lean is not a one-time event; it is a change to our culture's mindset and continuous cycle of improvement events. All organizations will conduct at least two Lean/Six Sigma value streams and two rapid improvement events cycles by March 06. Provide your strategy to accomplish this mission task by 1 August 05.

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Supporting the Warfight

Our installations are multi-dimensional platforms providing operational mission and sustainment services to Mission Commanders, units, our Soldiers and their families, and the civilian workforce. They are the infrastructure for the training, sustaining, mobilizing, demobilizing, deploying, and resetting of our expeditionary Army. Additionally, installation provides the reach back capability through Installation Information Infrastructure Architecture (I3A) and Installation Information Infrastructure Modernization Program (I3MP) to assist the mission commander.

IMA will: provide reach back and reach forward communication capability to meet the requirements of the Senior Mission Commander; prioritize support of Army transformation to meet e-dates of the modular force; synchronize, program, and complete required facility renovations in concert with deployments and redeployments. Continue coordination with NETCOM to synchronize with their plan to delivery of integrated communications capabilities to installations.

CFSC will: Work with IMA to deploy MWR professionals to theaters; create and refine community support networks for military youth living away from military installations; improve rest and recuperation programs at the Armed Forces Recreation Centers.

Global Reposition the Modular Force

The Army is transforming from a forward-based division structured organization to a CONUS-based, rapidly deployable expeditionary modular force. Modularity increases each unit's capability by building in communications and logistics capabilities needed to permit greater operational autonomy. Our installations must provide adaptive solutions tailored to provide "modular" support across all missions support areas.

IMA will: provide facility support and services at a Department of the Army approved level of mission risk to meet the programmed capacity for all unit e-dates; seek innovative solutions within existing capacity of facilities in order to minimize temporary requirements prior to execution of the permanent solution set.

CFSC will: Lead DA efforts to successfully transition school age military children relocated due to IGPBS, modularity, and BRAC actions; coordinate with the MWR Board of Directors to address AAFES support of soldiers and family support actions due to relocation actions.

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Soldier and Family Quality of Life

Soldiers and their families remain the top priority for our Leadership. The quality of life programs, delivered by CFSC and IMA support our Soldiers and their families, as well as, our civilian workforce, will play a major role in maintaining the overall viability of the All-Volunteer Force. Providing for the well-being of Soldiers' families is a fundamental leadership imperative requiring our commitment to adequately support and resource these programs.

IMA installation's support and services mission focus will continue to be the improvement of barracks, family housing, schools, and morale welfare, and recreation services are integral to the Well-Being of our Soldiers and families. Soldier deployments will increase in frequency and they must have confidence their families will be provided for in their absence.

IMA will: Complete the repair of all authorized red-rated permanent party barracks by Dec 05 and prepare to execute the repairs of red-rated trainee barracks in FY06; close on the 1+1 standard for barracks and maintain those barracks to standard; integrate on- and off-post focus of this mission set using the results of Housing Market Surveys to determine Residential Community Initiative and family housing construction requirements, using the community to absorb much of this requirement.

CFSC will: Program and seek innovative solutions to meet 80% of childcare demand by the end of FY07; improve delivery of family and MWR programs; maximize technology to project family programs from the installation to geographically dispersed Soldiers and units.

Base Realignment and Closure (BRAC 2005)

BRAC is essential to support Army Transformation and reshape our Army to respond to its global missions today; supporting the Joint Team and increasing the Army's relevance to the combatant commanders; and saving the Army money by cutting excess infrastructure. We will use BRAC to realign the installation infrastructure to maximize our war fighting capability and reset our installations – not to return them to their legacy designs.

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IMA, AEC, and the ACSIM Base Realignment and Closure Office (BRACO) will integrate and synchronize: planning and execution for the disposal or divestiture of real estate/property within four years of the approved BRAC decisions. Team-up to seek out innovative solutions to meet environmental compliance and remediation requirements of properties directed for transfer or divestiture in order to achieve the four-year disposal timeline and goal.

CFSC will: Report quarterly on facilities and real property impacted by BRAC decisions; recommend appropriated fund reimbursement for NAF property transferred or disposed of due to BRAC actions.

Environment

We will remain good stewards of our Nation's strategic resource - the environment. The Army's Strategy for the Environment provides the vision for this effort. We look towards sustainability to reduce both the short- and long-term effects of our mission-required activities on an installation. We continue to seek solutions and tools to improve both the effectiveness and efficiency of mission support while protecting the health of our residents, neighboring communities, and environment.

IMA will: Integrate Installation environmental Management Systems (eMS) in place by 31 Dec 05; coordinate with AEC to expedite the NEPA process for the Army's transformation (modular force, BRAC '05, global restationing); provide focus to minimize Enforcement Actions (ENFs); and apply innovative and best environmental program execution business practices that improve our effectiveness and efficiency to support the Army mission.

The Army Environmental Center will: Lead a team, with IMA supporting, to identify the NEPA requirements at Installations on the BRAC list to facilitate quick action to jump start our MILCON and close within 4 years; Achieve at least 90% of the programmed remedies in place and response complete IAW the approved FY06 cleanup strategic plan; Complete Army-wide National Historic Preservation Act (NHPA) compliance requirements for Army Unaccompanied Personnel Housing (UPH), Ammunition Plants and Ammunition Storage Facilities; complete qualitative assessments on all Army ranges in concert with Army Transformation priorities. Coordinate with IMA and MACOMs to identify and introduce three innovative environmental quality technologies that improve installation performance; and by the end of FY06, transform the current EPAS compliance audits to focus on eMS conformance to support mission sustainment.

The environment is a readiness-enhancing asset – we need to sustain it.

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Common Levels of Support

The Army Installation Management Team will operate within a band of excellence. The baseline standards are set within our Common Levels of Support (CLS). The CLS is a continuous improvement process that drives quality, consistency and predictability of services. CLS is a method of ensuring the delivery of high quality Base Operation Services by maximizing the use of resources available to meet the mission at the level of risk our Army leadership has approved. We will implement CLS by the end of FY06 and complete refinement of standards by end of FY 07.

Quality: Services performed to the same degree of excellence across Installations; Continuous improvement of services to enhance the well-being of Soldiers, civilians and their families

Consistency: Consistency in worldwide service delivery across Army Installations...tailored to unique mission, geography, or personnel needs; Consistency in funding of strategically identified services at Installations

Predictability: Regardless of where a Soldier, civilian or family is transferred - CLS offers the security of predictability in Base Operation Services.

How We Will Measure our Success

We have adopted the Installation Status Report (Infrastructure, Environment, and Services) as a decision support system designed to improve management and decision making for Army installations and program management. However, we will increase the responsive capabilities and utility of the ISR by abandoning its lagging characteristic, and capture real-time results with leading indicators to measure the success of our investment strategies. This will enable leaders to make timely, necessary resource decisions at critical junctions. We will also measure customer satisfaction through several surveys for which we are proponent or from which data are gathered. Where standards are ambiguous or lacking, we will provide clarity and definition.

IMA: Implement ACSIM approved real-time ISR ratings plan NLT 30 Sep 05.

Keeping our Installations Relevant and Ready

Our Army must be prepared to sustain operations during a period of persistent conflict in the operational environment of the 21st century. The Army's Installation Management Team will deliver its support in an integrated and synchronized effort. At the forefront, with the Army's Leadership decision to buy back installation capabilities, we will embark on a business process transformation – divesting ourselves of functions no longer relevant and fostering a culture of innovation and organizational agility. With a focus on effectiveness, we will achieve five percent gains in mission performance by March 2006 and another five percent by September 2006, reinvesting the gains of our effectiveness back into the capacity of our approved standards.

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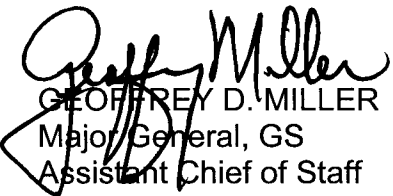
BRAC 2005 and the global positioning of our forces will provide opportunities to tailor our multi-dimensional installations to better focus on providing the right capabilities and essential mission support at the optimum capacity to the mission commander.

Transforming our Installation business practices is necessary to the long-term health of the Army. We will utilize the Lean/ Six Sigma techniques to assist leadership in implementing and sustaining an environment of continuous improvement across all our mission areas.

Soldiers and their families remain the centerpiece of our Army. Barracks, family housing, schools, morale, welfare, and recreation services are all integral to the Well-Being of our All-Volunteer force. The Army's Installation Management Team is responsible for delivering the support and services that demonstrate our Army's commitment to our Soldiers and families.

FISCAL YEAR OPERATING STRATEGY

Commanders and staff leaders will be prepared to brief their organizations FY 06 operating plan and issues to the ACSIM NLT 1 August 05. Briefing format and dates will be provided.


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DISTRIBUTION:

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TOTAL ARMY BASE STUDY

CF:

ASSISTANT SECRETARY OF THE ARMY FOR INSTALLATIONS AND ENVIRONMENT (ASA(I&E))